AIR COMMAND
AND
STAFF COLLEGE

STUDENT REPORT
A CAREER DEVELOPMENT GUIDE FOR
ADMINISTRATIVE OFFICERS

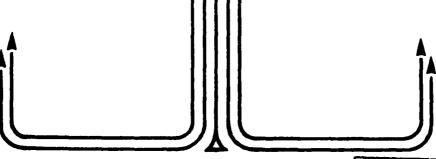MAJOR LARRY A. TURNER   84-2640

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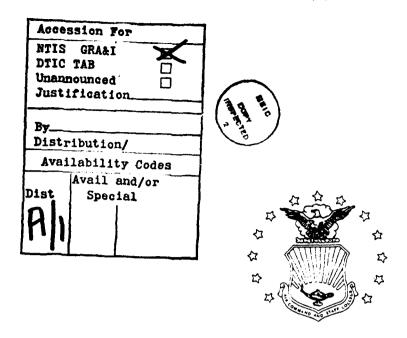ELECTE
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This guide provides a single reference source on administrative officers' career development. This guide is oriented primarily to junior officers entering the administrative career field. The guide describes administrative positions, career broadening and educational opportunities and command opportunities. The assignment process and the promotion process are also described.

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PREFACE

This guide is not unique. There are several career development guides out on the street for other AFSCs. This guide is not revolutionary. It doesn't introduce imaginative ways to manipulate bureaucratic systems. But, even without being unique or revolutionary, this career development guide is valuable. It provides under one cover a consolidation of many topics affecting career development.

The guide was developed primarily for junior officers entering the administrative career field. It would have been great to present the perfect flow chart for career development in administration. Unfortunately, that's not possible because of the diversity of the career field. Therefore, this guide was developed to expose you to many career development opportunities. It can't possibly provide all the details on every subject, but the guide can arm you with the knowledge of what's available, what's recognized as needed, and where to find more answers on a particular subject. I hope that the information you find between these covers will help you develop the career objectives you want.

No project of this nature could be a one-person show. I owe a great deal of thanks to several people. A special thanks to Thelma Bowick and Sheila Roten for the superb typing of this guide from draft to final. Captain Trellis Grimes and Captain Charles Street at PALACE AD provided a great deal of help in chasing down information for the guide. A big thanks goes to Major Jim Mallett, my advisor, for his wise counsel that improved the quality of the guide, and for his sense of humor that kept everything in perspective. Most important of all, I owe my family the largest thanks. Without their patience and support over the many months of preparation, this project could not have been done.

ABOUT THE AUTHOR

Major Larry A. Turner received his Bachelor of Science degree in Business and his commission through AFROTC from Miami University (Ohio) in 1971. After graduation he reported to Holloman AFB as the Squadron Administrative Management Officer for the 7th Tactical Fighter Squadron (TFS). From the 7th TFS he moved to the 4449th Mobility Support Squadron and served as the administrative officer for that unit. In January 1974 Major Turner went to Udorn Royal Thai Air Force Base where he served as the Executive Officer for the 432 Reconnaissance Technical Squadron. In February 1975 after his return from Thailand he became the Administrative Branch Chief for the USAF Environmental Technical Applications Center (USAFETAC) in Washington D.C. Major Turner transferred with USAFETAC when it moved to Scott AFB in late 1975. In August 1977 he became the Chief, Base Administration for the 375th Air Base Group at Scott AFB. While at Scott AFB, he completed his Master in Arts degree in Management from Webster College. Following two years as the Chief, Base Administration he moved to RAF Upper Heyford, United Kingdom, where he assumed the same job for the 20th Combat Support Group, in August 1979. In June 1981, Major Turner was selected to join the United States Air Forces in Europe, Inspector General's staff as an Administrative Inspector. During his two years on the IG team, he conducted over 40 management effectiveness inspections throughout Europe. In 1983, Major Turner was selected to attend the Air Command and Staff College at Maxwell AFB. He has also completed ACSC by seminar and Squadron Officer's School by correspondence.

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INTRODUCTION

You can be too athletic and you can be too academic,
but you can never be too military.
                              - Class of 68 USAFA

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INTRODUCTION

WHY DO WE NEED A CAREER DEVELOPMENT GUIDE?

Tell me who develops your career? Is it:

    a. PALACE AD
    b. Your Supervisor/Commander
    c. Yourself
    d. None of the above
    e. All of the above.

The correct answer is e. Professional development is not done in a vacuum; a, b, and c are definite players in your development. Let's look at each player. PALACE AD will tell you their number one objective is to manage the 70XX career field to meet the needs of the Air Force. A side issue to that is to supplement career development whenever possible. Though career development is a supplemental action, PALACE AD has a wealth of knowledge that can certainly enhance development. For instance, they know where the "good" jobs are, and when they are opening up. Your commander/supervisor plays a key role also. First, based on their rank, they can offer the "voice of experience" on how to successfully advance your career. Finally, there's you. No one can be more interested in developing your career than you. Certainly the first two players are interested and concerned about your development, but it may not be their primary objective. So that leaves you as the true watchdog for your successful career development. Now, the first two had some valuable background or information that can help plan your career. What do you have? Well, you know you need to get a MAJCOM job. You know you prefer the sunbelt to the northern tier for assignments. You know you want a command slot too. The point is - you may know what you want, but do you know enough about "the system" to get what you want? This guide will give you information that can help you intelligently plan and evaluate career opportunities.

EVERYTHING YOU WANTED TO KNOW?

No! This publication is not THE answer to career development. In fact, it's more of a teaser, designed to expose you to various aspects of the 70XX field. In this guide there

are a lot of references for you to really dig into to get the specifics of any particular subject. So, please view the guide as a tool to help you in your career development.

A QUICK WORD ABOUT PROFESSIONALISM

There's a tendency to confuse career development and professional development. You want to develop your career as an administrator - and that's what this guide is all about. However, you are, first and foremost, an officer in the United States Air Force. That is your profession. As an administrator, you'll manage resources, but as an officer, you'll have to lead people. Being a professional in that sense is equally important in career/professional development. So, as you strive to develop your career, remember you must simultaneously develop yourself as a professional officer.

A TOUR OF THE GUIDE

Briefly, here's a synopsis of what to expect in the pages that follow. First, it's important to understand your career field before we talk specifics. In Chapter Two, you'll find a demographic breakout of the 70XX career field. There will be a ton of figures to digest, but they will help give you a perspective of 70XX officers Air Force wide.

Chapter Three will describe the typical jobs you'll be exposed to as a 70XX. It'll cover the five main services administrators provide at base and MAJCOM level as well as explore the duties of executive officer and squadron section commander. Also, there will be a general discussion of additional duties.

Chapter Four examines the not so typical duties that come under the heading of career broadening opportunities.

Chapter Five introduces some command positions that 70XX officers can seek.

Chapter Six will present the different types of educational opportunities for 70XX officers.

Chapter Seven is an overview of the assignment process; how it works, how often you can expect assignments and some ways to make the process work better for you.

Chapter Eight will provide a brief explanation of the promotion process.

Chapter Nine tries to put it all together to give you a picture of career development. It will cover the timing for different levels of jobs and professional military education.

Well, that's what this guide is all about. Hopefully, somewhere in this guide there should be something of interest to you. Please read on.

CHAPTER TWO

70XX DEMOGRAPHICS


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I love numbers, they make complex things
simple, they are rarely over two sylla-
bles, and you can forget them as soon as
you read them because tomorrow they will
change.
                              - L. Turner
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Chapter Two

70XX DEMOGRAPHICS

INTRODUCTION

Here it is, everything you wanted to know about the 70XX
career field - in digital form. There are around 2700 slots,
making the career field the fifth largest support field in the
Air Force. It's broken down primarily into executive support
jobs and administrative management jobs, with a lot of command
slots intermixed. There are 75 remote assignments and a 3:1
CONUS to overseas ratio. So much for generalities - stay tuned
for specifics.

AUTHORIZATIONS

Authorizations By Grade

As you can see in Table 2-1, the career field is 70% company
grade officers.

Grade	Authorizations
Colonel	2%
Lt Colonel	10%
Major	18%
Captain	48%
Lieutenant	22%

Table 2-1. Grade Authorizations

That brings out one important point about 70XX officers. You
can get a lot of responsibility early in your career. 70XX
company grade officers are often at the same organizational level
as majors or lieutenant colonels (for example, Chief, Base
Administration). While other lieutenants and captains in a unit
work several layers down from the commander, the 70XX officer
often works directly for the commander. The next table shows
another perspective of early responsibility.

Authorizations by AFSC

Command of a unit brings a significant level of responsibility. In Table 2-2, the A70XX column depicts the opportunities you have to be a commander. No other career field gives company grade officers a better opportunity to command than 70XX.

Grade	A70XX	7024	7034	7046	7016	TOTAL
Colonel	1	0	0	13	23	37
Lt Colonel	10	0	0	44	177	231
Major	100	25	2	89	218	434
Captain	548	469	141	0	0	1157
Lieutenant	132	394	19	0	0	545
Total	790	888	162	146	418	2404

Table 2-2. Grade Authorizations by AFSC

Notice that 70X4 slots are company grade and 70X6 slots are for field grade officers. Generally, that distinction also reflects a difference in organization level. For example, most 7034 slots are at unit level while 7046 and 7016 are at base level or higher. The nature of the 7024 slots precludes generalizations since these positions are located at almost all levels.

Authorizations by MAJCOM

Let's get a little more specific on how the 70XX officers are divided up among the major commands. Table 2-3 gives you the authorizations by grade for 70XX officers and Table 2-4 gives you the same breakdown for A70XX officers. A couple of numbers jump out and grab you. For example, SAC has the greatest number of 70XX slots. However, if you want to get the "A" prefix for command, you better look to TAC because it owns the lion's share of the slots, followed closely by USAFE. If you just made major as a TAC resource, and you want to get a major slot, SAC may be the place to look. But for lieutenant colonel, ATC is the place to look.

MAJCOM	COL	LTC	MAJ	CPT	LT	TOTAL	%
SAC	1	19	64	113	97	294	18%
TAC	2	26	29	84	104	245	15%
ATC	2	27	22	51	82	184	11%
MAC	5	11	33	55	48	152	9%
USAFE	2	6	18	75	15	116	7%
AFSC	3	20	27	55	12	117	7%
PACAF	2	10	18	27	26	83	5%
AF ACADEMY	0	4	10	17	2	33	2%
AFLC	1	1	5	14	5	26	2%
SPACE COM	2	4	6	14	0	26	2%
AU	0	3	6	11	6	26	2%
AFCC	0	2	9	8	4	23	2%

*NOTE: The table does not list MAJCOMS with 1% or less

Table 2-3.   70XX Grade Authorizations by MAJCOM

MAJCOM	COL	LTC	MAJ	CPT	LT	TOTAL	%
TAC		4	15	150	12	181	22%
USAFE		1	7	76	34	152	19%
MAC		0	2	97	20	119	15%
ATC		2	35	67	1	105	13%
AFCC		0	6	28	29	63	8%
SAC		0	3	54	1	58	7%
PACAF		1	4	19	25	49	6%
AAC		0	0	12	2	14	2%
SPACE COM		0	0	2	6	8	2%

*NOTE: The table does not list MAJCOMS with less than 1%

Table 2-4.   A70XX Grade Authorizations by MAJCOM

By Organizational Level

As you can see from the next chart, most of the 70XX slots are at or below wing/base level. There are company grade positions at the higher levels, but there are a limited number of positions.

Level	Percentage
Wing/Base/Sq	65%
NAF/AD	11%
MAJCOM	10%
JOINT/DEPARTMENTAL	9%
SOA/OTHER	5%

Table 2-5.   Distribution by Organizational Level

Authorizations by State

Table 2-6 gives you a good picture of how your fellow administrators are divided among the 50 states. For space purposes, only those states with more then 2% of the slots are listed.

State	Percentage
California	11%
Texas	11%
Virginia	8%
Florida	7%
Colorado	5%
Illinois	4%
Mississippi	4%

The following states have 3%: Arizona, Nebraska, New Mexico, Ohio and South Carolina.

The following states have 2%: Alaska, Hawaii, Louisiana, Nevada, North Carolina, North Dakota, Oklahoma and Washington.

Table 2-6. 70XX Authorizations by State.

Authorizations by Country

If you want to go overseas, what are the odds you'll get what you want? The next table should give you a "ball park" idea of your chances for some of the countries around the world. Remember, there are a lot of variables beyond sheer numbers of authorizations. Table 2-7 gives you the number of positions for some of the countries around the world.

Country	Positions
Germany	157
United Kingdom	83
Japan	59
Korea	43
Phillipines	33
Italy	30
Spain	21
Turkey	21
Guam	15
Panama	14
Belgium	12
Netherlands	9
Greece	9

Table 2-7. 70XX Authorizations by Country

EDUCATION LEVEL COMPARISON

Before we leave the wonderful world of demographics, there are two other bits of data worth viewing. The following charts depict the 70XX career field as compared to other support AFSCs in terms of masters degree and professional military education. The data will give you some idea of where you stand among your peers.

Grade	70XX	Support
Lt Colonel	72%	76%
Major	73%	75%
Captain	42%	46%
Lieutenant	16%	8%

Table 2-8.   Percentages of 70XX Officers With
              Masters Degrees

Grade	70XX	Support
Lt Colonel(SSS)	52%	60%
Major (ISS)	86%	85%
Captain (SOS)	70%	73%
Lieutenant(SOS)	26%	11%

(SSS - Senior Service School;   ISS-Intermediate
Service School; SOS- Squadron Officer's School)

Table 2-9.   Percentages of 70XX Officers With PME

SUMMARY

Well, so much for demographics. This chapter gave you a statistical picture of your career field. It told you where the positions are, by MAJCOM, state and country, what the authorizations are for the positions, and finally, how you compare with other AFSCs in educational level. With this as a background, the next chapter will describe the different positions to which a 70XX officer can be assigned.

CHAPTER THREE

ADMINISTRATIVE POSITIONS

I've tried every admin position. The
most painful is sitting behind a desk.
The most pleasent is out with the troops.
                                    - L. Turner

Chapter Three

ADMINISTRATIVE POSITIONS

INTRODUCTION

There are a number of positions that are typical of the
career field. There are basically five positions, and some of
those have subdivisions. The basic ones are squadron
administrative officer, executive officer, section commander, and
base level and MAJCOM level administration. The executive
officer position has no specific subareas, the job itself is
found at all levels in almost every functional specialty.
Section commander comes in two flavors, headquarters squadron
section commander and plain old squadron section commander. Base
and MAJCOM levels are broken down into five distinct functional
services: administrative communications, publications,
reprographics, documentation, and administrative systems
management.

The following paragraphs will give you the "book" description
of the responsibilities and duties of the various positions. In
real life you'll find that the chapter probably defines the
minimum duties associated with the position. As a wrap up to the
chapter, there will be a part on additional duties that usually
find their way to the administrator.

ADMINISTRATIVE POSITIONS

Squadron Administrative Officer

Most squadron level units have an administrative officer
position. In this job you'll be responsible for all
administrative support, such as publication and files
maintenance, orders preparation, classified information control,
and typing support. Your section will be involved in orderly
room functions such as leave program, meal card control, sponsor

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program, and UCMJ administration. You will be the interface for the unit with the chief, base administration for the support the unit needs such as publications and forms, copiers and duplication support.

Executive Officer

Diversity is the key element in this position. You can serve managers and commanders in almost any functional area and at any level. Your primary responsibility will be the operation of the office function, by managing correspondence flow, coordinating staff actions and monitoring plans, programs and projects assigned to the functional area. You're responsible for suspense control, records maintenance, travel arrangements, publication and forms requirements and monitoring staff activities to assure conformity with manager or commander objectives.

Squadron Section Commander

As you saw in Chapter Two, you'll be given the opportunity to be a commander much earlier in your career than your officer peers. There are two types of section commanders, squadron and headquarters. The most common (and complex) type of squadron section is the headquarters squadron section. Headquarters squadron section commanders typically work for the base commander and administer to personnel assigned to the combat support group and the staff offices of the Deputy Commanders for Operations, Resources and Maintenance. Headquarters squadron section commanders have more complex jobs because the people they administer are not all functionally controlled by a single organizational leader. In addition, the headquarters squadron section commander has punitive authority under the Uniform Code of Military Justice (UCMJ). The squadron section commanders at squadron level are authorized to remove the administrative burden of the organization commander (security policy, civil engineer, avionics maintenance squadron, etc.). All of their people are functionally controlled by an organizational leader, and the squadron section commander may have nonjudicial punishment authority under Article 15 UCMJ.

BASE LEVEL ADMINISTRATIVE POSITIONS

Base level administration consists of administrative communications (postal services), publications, reprographics, documentation, and administrative systems management. As a lieutenant 7034 officer, your first assignment could be as a branch chief in one of the functional areas listed above. Let's take a look at each area.

Administrative Communications

This branch is commonly known by its office symbol, DAA. The most visible section within DAA is the Base Information Transfer System (BITS). BITS is responsible for the movement of all official correspondence on a base (AFR 182-2). BITS often operates in a manual, mobile and/or electronic mode. Manually, official mail could be moved within a large building using distribution personnel. Distribution trucks operate to deliver mail to action offices located around the base. Electronically, BITS may transfer information over communication data terminals to agencies on or off base. DAA is responsible for the preparation, authentication and distribution of administrative orders (AFR 10-7). These include PCS, TDY, court martial and administrative board orders.

The base locator is also in DAA (AFR 11-24). DAA is responsible for maintaining the base locator file and in complying with the Privacy Act of 1974. DAA has the responsibility for creating clear and effective communications. This includes managing the Effective Writing and Executive Dictation Programs. A document security section handles the distribution of accountable containers (classified packages for the most part). Additionally, DAA acts as the central point of contact for receipt and dispatch of containers via the Armed Forces Courier Service. Within the CONUS, DAA is also responsible for postal service center operations (AFR 182-2). This includes the processing of personal mail and maintaining a liaison with the Military Postal Service Agency, the U.S. Postal Service and private delivery service representatives. DAA is tasked with maintaining the integrated addressing system to include the AF Directory of Unclassified and Classified Addresses (AFR 10-4), and the AF Standard Functional Address System (AFR 10-6). In the NATO environment, DAA is responsible for managing a United States subregistry. This consists of controlling NATO classified documents (AFR 205-43).

Publications Branch

The largest operation within this branch is the publishing distribution office which handles the requisitioning, receiving, storing and distributing of DOD, AF, MAJCOM and local forms and regulations, including technical orders (AFRs 7-1, 8-2). The publishing branch also provides guidance in the development, coordination of and production of all types of publications (AFR 5-1). The branch also sets up and maintains the master publication library for the base and provides guidance to functional libraries (AFR 7-2). In some commands, the base level publishing branch is responsible for the forms management program. This includes providing assistance and evaluation of new forms to ensure no duplication exists (AFR 9-1).

Reprographics Management

At most bases the reprographics branch (office symbol DAR) will consist of a consolidated duplication center with several printing presses, collation devices, plate makers, cutters, etc. (AFR 6-1). This branch provides guidance on printing, duplicating, and copying problems, and is responsible for all the programming and budgeting. in those areas for the base. DAR usually takes the lion's share of the DA's budget each year.

Documentation Management

The documentation branch, (office symbol DAD), is responsible for guidance and assistance to functional area documentation managers in the proper maintenance and disposition of all documentation holdings (AFR 12-1, 12-20, and AFM 12-50). This branch reviews requirements for creating, processing, transfer, storage, retrieval and destruction of documentation. It is the point of contact for administering the Freedom of Information Act (AFR 12-30). DAD establishes procedures for managing the Privacy Act (PA) to include safeguarding, maintenance, public notices, use and access to PA material and the dissemination of personal information on systems of records maintained by the Air Force (AFR 12-35). Personnel in DAD are responsible for developing policies and procedures on the requirements, validation, analyses and evaluation of microform systems for document miniaturization, storage and retrieval. This includes conducting cost benefit analysis, validating, approving, and controlling equipment requirements and use (AFR 12-40). DAD is responsible for requisitioning, distributing, and maintaining engineering data through Engineering Data Service Centers (AFR 12-41). The documentation branch is responsible for formulating and implementing policies for the authentication process of AF documents (AFR 12-17).

Administrative Systems Management

Too often this area is considered just word processing - early on that's about all administrators were involved in (AFR 4-2). Actually, this responsibility is much larger. AFR 4-3 explains office automation systems which incorporate any and all technology available to the Air Force that can be effectively employed to improve the administrative support mission. This area helps design and redesign systems, budgeting for systems and maintaining a current knowledge of existing and emerging technologies that could have application in the Air Force. The role of advanced systems in the Air Force will continue to increase. Technological improvements along with better ways to use the technology makes this a dynamic area for administrators.

<u>Chief, Base Administration</u>

As the Chief, Base Administration you will be the functional
expert for administrative guidance to the group and wing.
Through the five branches in your division, you will develop
policies and procedures for the support of user agencies. You'll
plan and organize the various administrative services, systems
and activities to ensure optimum support to users. You'll
establish equipment utilization, production standards and program
for modification or replacement of obsolete equipment. You'll
direct the preparation of budget estimates and financial plans
based on current and projected mission requirements and you'll
assign available resources to ensure best possible support to the
unit mission.

MAJCOM LEVEL ADMINISTRATION

At a major command, there will usually be a functional
counterpart for each of the base level branches. As the chief of
one of these divisions, you'll be responsible for developing
command guidance for that functional area. You'll provide staff
assistance to bases requiring help in implementing or developing
local procedures to support base customers. You'll also provide
input to Air Force procedures and policies within your functional
area.

ADDITIONAL DUTIES

As a 70XX officer, you'll be given the opportunity to hold
numerous and diverse additional duties. Too often, officers look
at additional duties as distractors - jobs that take away from
your ability to do your "administrative" work. There's no doubt
that you'll have to effectively manage your time to accomplish
all of your duties. But do not look at additional duties as a
negative aspect of your job responsibilities. Additional duties
provide you several opportunities that can improve your
professional development. First, they will expose you to other
functional areas and allow you to become an expert in that area.
This is a broadening effect in itself. Additional duties often
give you direct access to the commander. He or she will be able
to directly observe your performance. Access also cuts across
functional lines within units. Since most additional duties are
applicable unit wide, you'll be able to interact with other
department managers and their functional areas. All this serves
as a broadening experience when you become expert in the duty and
interact at different unit levels and in different functional
areas.

Some additional duties afford greater opportunities to excel.
The best example would be as the unit budget officer or resource

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advisor. The nature of the job provides an outstanding learning experience that is of value throughout your career. Some other duties are: security officer, information officer, self-inspection monitor, disaster preparedness, training officer, safety, and equipment custodian. You can expect to pick up a few of the recurring duties such as tax officer and Combined Federal Campaign chairman also.

In summary, expect to get some additional duties. Take advantage of the experience and knowledge you'll gain from them, but don't get hung up on taking every additional duty. Too much of a good thing is not necessarily the best way to go.

SUMMARY

This chapter looked at typical administrative positions from squadron to MAJCOM level. It described the executive officer position and the section commander positions. Finally the chapter discussed additional duties that every 70XX can expect to see. Next, Chapter Four takes a look at some other interesting positions you can step into.

CHAPTER FOUR

CAREER BROADENING

Get action. Do things; be sane, don't
fritter away your time; create, act,
take a place wherever you are and be
somebody; get action.

- Theodore Roosevelt

Chapter Four

CAREER BROADENING

INTRODUCTION

AFR 36-23 has this to say about career broadening:

Officers should consider career broadening assignments
both within and outside the Administration Utilization
Field. The diversification and size of the field gives
an officer extensive opportunity to broaden his or her
career within the field.

This chapter describes many of the career broadening
opportunities available to you. You'll find several positions
are outside the 70XX field as well as a few in the career field.
Don't forget the positions in Chapter Three represent
opportunities to broaden your experience level within your Air
Force Specialty Code (AFSC). Without further introduction -
let's press on.

SELECTIVE CROSSFLOW

There are certain officer specialties that require
experienced officers from other career fields, and these
specialties offer opportunities for 70XX officers to enter a new
area. Sometimes the opportunity is not voluntary because of the
quotas PALACE AD receives and the number of volunteer resources
available. Recently, however, there have been more volunteers
than positions. What's available? Here's the list: Air Weapons
Controller, Missile Launch Officer, Recruiting Service, Officer
Training School (OTS) Instructors, Basic Military Training School
(BMTS) slots, and Air Force Reserve Officer Training Corps
(AFROTC) positions.

17XX Air Weapons Controller

Ever want to tell a pilot where to go? This is the job for
you. Air Weapon Controllers provide fighter pilots with radar
control information needed to perform their mission. Air Weapon
Controllers work in one of the Air Force's newest systems, the

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Airborne Warning and Control System (AWACS), the E3A and in ground based control centers. For a support officer it gives you the opportunity to get right in the middle of the operations side of the business since you'll be involved in the tactical and air defense operation of the Air Force. Fifty percent of the positions are open to women, but the flying positions are closed due to the combat designation of the aircraft.

18XX Missile Launch Officer

This job gives you the opportunity for an operational assignment in the strategic mission of the Air Force. You have the opportunity once you have gained experience as a combat crew commander or deputy crew commander to be selected for wing staff positions such as scheduling officer, plans officer or command post controller. The job provides an excellent opportunity to complete PME and advanced degree requirements.

Recruiting Service

Recruiting assignments are at every level, squadron, group or headquarters. At squadron level the jobs are commander (Maj or Lt Col), operations officer (captain), resource management officer (captain), advertising and publicity officer (captain), and the OTS recruiter (lieutenant). Well qualified lieutenants, particularly prior service, are considered for the captain positions. Most of the group and headquarters jobs are filled from officers with field experience. The squadron commanders and deputy group commanders have the 0026 AFSC. This is a special duty assignment. Specific guidance on eligibility and how to be considered is in AFR 36-23, Chapter 8, paragraph 8-18.

OTS Instructors

As an instructor you'll perform a variety of duties such as a flight commander, guidance and career counselor, and a physical conditioning instructor. Instructor positions are usually captains, but as in recruiting service, well qualified lieutenants, particularly with prior enlisted service, are considered. Majors perform as squadron commanders and there are staff positions available for selected majors and captains. This duty is a special duty assignment. See AFR 36-23, Chapter 8, paragraph 8-11 for more specifics.

BMTS Positions

BMTS is responsible for the initial transition from civilian life to military life for enlisted members. All the action is at Lackland AFB, Texas. Senior captains and majors can be squadron commanders. The operations and training officers are first lieutenants or captains. There are two officers per squadron and 60-70 NCOs with an average recruit load of 800-1000.

AFROTC

Faculty positions at AFROTC detachments give you the opportunity to teach military related subjects in a civilian academic environment. In addition, you'll be able to conduct training at Air Force bases during the summer for AFROTC cadets. At the university or college you'll be an integral part of the faculty with fully recognized academic status. Grade authorizations are captain through colonel. The Professor of Aerospace Studies is the detachment commander and is usually the grade of lieutenant colonel and colonel. Assistant Professors of Aerospace Studies are usually majors or captains. For more information on this special duty assignment take a look at AFR 36-20, Chapter 8, paragraph 8-13.

IS THAT ALL THERE IS?

That's all the selective crossflow opportunities there are. But - there are more career broadening opportunities that might strike your fancy.

Squadron Officer School Faculty

As an SOS instructor you'll be responsible for conducting seminars and evaluating at least 12 company grade officers. Seminars will cover command and staff functions, air doctrine, employment of Air Forces, as well as leadership and communication skills. Specifics for this special duty assignment are, of course, in AFR 36-20, Chapter 8. Paragraph 8-12 has the answers.

Air Command and Staff College Faculty

This is the next "level" up from SOS. As an instructor you'll lead 30 to 40 field grade officers from all services through international relations, management techniques and aerospace force employment. In addition to the faculty positions, there are staff positions responsible for curriculum development in the resident course and non-resident courses. The majority of the ACSC slots are filled with in-residence ACSC graduates. Paragraph 8-12 (same as SOS above) has more information.

Military Aide to General Officers

Here's a chance to get close to where the action is. Not as close as the general's exec but just as demanding. As in any job, the rewards are commensurate with performance. Most of these special duty assignments are intercommand with AFMPC approval. Don't expect PALACE AD to get you this assignment as

generals normally select aides from within their command. You should note that AFR 36-20, Chapter 8, paragraph 8-5 does not list application procedures. Recognition of ability within your command is the door opener.

Thunderbirds

Here's a special duty assignment within the 70XX career field. From commander to crew chief, the Thunderbirds get hand picked people. The executive support officer job is open for majors or captains. To help you compete, have a background as unit budget/supply officer and squadron section commander. This job gives you the opportunity to work with the best of the best. Paragraph 8-22 in AFR 36-20 gives you more specifics.

Inspector General Positions

Like the Thunderbirds, this job at MAJCOM, NAF or at Air Force level gives you the opportunity to work with the best. Most positions are captains and major slots. In this job you'll be inspecting base level administration and sometimes unit level administration. You'll evaluate base level administration to determine if management is effectively utilizing available resources and identifying major problem areas that impact mission accomplishment. Base DA experience is usually a requirement to be considered for this job.

USAF Postal Service

In this job you'll have the chance to serve as a commander or staff officer in a postal squadron or detachment. Responsibilities cover the management of personnel, budget, transportation, supplies and equipment. The majority of these positions are overseas; however, there are some Air Force slots at the Military Postal Service Agency in Washington, D.C. This is an SDA and paragraph 8-21 in AFR 36-20 provides the specifics.

SUMMARY

Is that it? Of course not, but this chapter provided the front runners for 70XX officers. It was designed to give you some idea on what's available and the sources to dig deeper if you want to. And just to prove there's more, the next chapter will describe a few more great opportunities. Chapter Five will focus on command positions, some of which were touched on in this chapter.

CHAPTER FIVE

OPPORTUNITIES TO COMMAND

-Management is the "physics" of things, but leadership is
 the "chemistry" of people.
-When, in war, men must die (and in war some must), they
 cannot be managed to death...they must be led there.
-"Sacrifice" has an honored place in leadership, but not
 in management, and that may be the nub of our problem.
                                        -Col D. Malone
                                        Army War College

Chapter Five

OPPORTUNITIES TO COMMAND

INTRODUCTION

As you saw in Chapter Two, 70XX officers have plenty of
command slots. Most of those positions are the section commander
variety which were described in Chapter Three. This chapter will
take a look at a few other command opportunities available. Some
of the positions were covered in Chapter Four. As a recap, they
were the command positions in Recruiting Service, BMTS and USAF
Postal Service. Those squadron level positions are majors or
lieutenant colonels, while BMTS and postal detachment command
positions can be captains. Let's look at a few more.

MILITARY ENTRANCE PROCESSING STATION COMMANDER

Here's an opportunity as a major to lead a group of Army,
Navy, Marine, and Air Force personnel. You'll be responsible for
processing recruits in your area to their basic training base.
Your unit will also perform testing of high school students in
your assigned area. You'll have an operations officer, a test
control officer and a GS-12 physician on your staff along with
budget, personnel, transportation and administrative personnel.

"OTHER" DETACHMENT COMMANDS

There are a few unique detachment commander slots that need
to be identified. What makes them unique is that the detachment
commander is also the air station commander. Their detachment
serves as the host unit on an air station, making the detachment
commander (DETCO) a "mini-base" commander. The DETCO will have
security policemen, MWR personnel, transporters, civil engineers,
military personnel specialists, and some will have a lawyer and
finance personnel. Of course, due to the size of the air station
these staff functions are extremely small, yet they encompass the
majority of the staff a typical base commander has. Two such
examples are the detachments at Pruem AS in Germany and High
Wycombe Air Station in the United Kingdom. These jobs offer a
challenge that goes beyond most detachment command slots. These

are A7016 slots and can be found in the Officer Authorization
Listing (OAL) at CBPO (more on the OAL in Chapter Seven). The
OAL will not tell you if the A7016 slot fits the mold of a Pruem
or High Wycombe. You'll have to do some research work to find
out if the DETCO job you want also "owns" the air station.

SUMMARY

The above jobs are certainly career broadening and could have
been included in the previous chapter. But command experience is
a key player in career development so the subject was
intentionally given its own chapter. This chapter expanded on
Chapter Four and highlighted additional command opportunities
available to you. Command positions do not come easily. Since
the majority of these positions are major slots, it will be the
strong performance record you build, demonstrating potential,
that will allow you to compete. And to help you keep that fine
competitive edge, the next chapter covers educational
opportunities that can certainly help.

CHAPTER SIX

EDUCATIONAL OPPORTUNITIES

The man who does not read good books has no advantage
over the man who can't read them.

- Mark Twain

I had an opportunity...once...
- L. Turner

Chapter Six

EDUCATIONAL OPPORTUNITIES

INTRODUCTION

If you think education is a player only in the technical fields, better think again. This chapter will cover basic admin courses, professional military education (PME) and a few opportunities in between. In addition, there will be a few brief words on advanced academic degrees. Put on your thinking cap--here we go.

THINK ADMIN

There are three professional admin courses taught by Training Command. One for entering the career field, one for future chiefs, base administration and one for administrative systems managers.

Administration Officer Course, E30BR7000

This is the primer for officers entering the career field. You get an all expense (well almost) paid trip to Keesler AFB for four weeks and four days of training. During that time you learn how to manage unit administration programs, command responsibilities in headquarters and squadron sections, and executive support functions at the unit level.

Administration Management Officer Course, E30ZR7031000

This course was designed to prepare officers, senior NCOs, and equivalent grade civilians for initial assignments as Chief or Assistant Chief, Base Administration. This one's a must. Most of the old timers took over Base DA jobs and learned from the school of hard knocks. This course gives you the chance to walk into the DA job armed with some valuable knowledge. All it will cost is four weeks and some TDY money.

Administrative Systems Course, E3AZR70270001

   AFM 50-5 says it best:

   Trains personnel . . . in . . . office systems
   technology to include OCR systems, facsimile systems,
   dictation systems, text processing, micrographics,
   reprographics, small computers,
   communication/networking concept, and advanced
   concepts; feasibility studies, vendor/product
   selection; system design; system implementation; system
   management . . .

   This is where the Air Force meets the paper crunch head on
with electronic media. It is the future. Take a look at AFM
50-5, page 3-67 for eligibility.

PROFESSIONAL MILITARY EDUCATION

   OK, get rid of your admin hat for a minute. Recall Chapter
One and a brief paragraph about being a professional officer?
PME is a part of that development. There are three levels in the
PME structure: Squadron Officer School (SOS), Air Command and
Staff College (ACSC), and Air War College (AWC). These schools
are designed to enhance your capability as an Air Force officer
and prepare you to assume higher levels of command and staff
duties.

SOS

   As the first level of PME, SOS is designed for first
lieutenants and captains. The objective of the school is to
improve company grade officers' understanding on how U. S. forces
are employed; improve their ability to lead, follow and manage;
and improve their ability to communicate. SOS is also designed
to improve the understanding of the role of the commissioned
officer as a professional. There are two ways of completing SOS,
in residence or by correspondence. The resident course is 8-1/2
weeks long at Maxwell AFB, AL. Students are selected based on
available MAJCOM quotas. One way you can get to SOS in residence
is to volunteer for a remote tour. You'll be guaranteed a slot
in SOS enroute to your PCS station. All first lieutenants and
captains with under eight years Total Active Federal Commissioned
Service or Promotion List Service (PLS) who are not in a failed
or deferred promotion status are eligible. The correspondence
course covers as much of the resident course material as possible
to meet the same objectives. SOS is a prerequisite for
enrollment in ACSC.

ACSC

Air Command and Staff College is the Air Force's intermediate service school (ISS). ACSC focuses on broadening field grade officers' knowledge of the Air Force and the effects of the world environment on U. S. national security. The school helps develop leadership and management skills and improve speaking and writing ability. Officers in the resident program conduct research, document findings, and propose solutions to the DOD or Air Force on many topics. The resident course is 10 months long. There are three ways to complete ACSC. In addition to the resident program, the college offers a correspondence course and a non-resident seminar program to eligible officers. The curriculum for these has four areas: staff communications, command and management, military environment and military employment. Most Air Force bases have an ACSC seminar. It starts in January or February each year. Officers are eligible for the correspondence or seminar program as a major or a captain with at least seven years commissioned service. Officers become eligible for nomination for ACSC in residence when they are selected for major. If nominated, officers then meet annual USAF Central Intermediate Service Schools Designation Boards. Nominated officers can usually meet three designation boards before they lose their eligibility to attend ACSC in residence. For career progression, you should complete ACSC through correspondence or seminar before you meet your primary zone promotion board to major.

AWC

The Air War College is the senior level Air Force PME school. The curriculum stresses the use of aerospace power by evaluating and analyzing current strategy. The college also evaluates U. S. and allied capabilities and how they can be applied in all levels of conflict. Officers are eligible for nomination to attend the 10-month resident program upon selection to lieutenant colonel or colonel. As in ACSC, nominated officers meet selection boards to determine who attends in residence. AWC also has a seminar program and correspondence program. Lieutenant colonels and majors with two years time in grade and who have completed an ISS are eligible for the nonresident programs.

Specific information on the Air Force's PME schools can be found in AFR 53-8.

EDUCATION-WITH-INDUSTRY

Education-With-Industry (EWI) is an Air Force Institute of Technology (AFIT) program. There's one EWI program for the 70XX

career field with about six slots per year. The program deals with administration systems management. EWI gives you the opportunity to work with selected industries who produce advanced administrative systems. Subject areas include word processing, micrographics printing and duplicating. The tour covers ten months of "hands-on" experience with civilian industry's organization, management and technology. The knowledge you gain will be applied in your follow-on assignment. You can find specific information on EWI in AFR 36-20, paragraph 8-23, and AFM 50-5 starting at paragraph 4-14.

AIR STAFF TRAINING (ASTRA) PROGRAM

This program takes exceptional performers and exposes them to operations at the Air Staff. Individuals serve a twelve-month tour as management interns. Emphasis is placed on active participation in complex HQ USAF decision making activities, rather than simply observing the operation. There is a two-year eligibility window for ASTRA based on your Total Active Federal Commissioned Service Date (TAFCSD). For example, to be considered for CY84 selection board you must have a TAFCSD in 1979 or 1980. If selected you would have a FY86 ASTRA assignment. So if you're interested you've got to keep track of the rapidly moving years in your Air Force career, to prevent missing your eligibility period. For details see AFR 36-20, paragraph 8-23c, and AFR 36-23, paragraph 2-4a.

ADVANCED ACADEMIC DEGREE

A quick word, actually two words - get one! A graduate degree can help you meet other career development goals. For example, you must have a graduate degree to be considered for AFROTC duty. Advanced education in related fields will help in current and future positions. The lack of an advanced degree could be disadvantageous during promotion boards. There are numerous opportunities in and around the majority of bases to get into a graduate program. Check with your base education services officer; they'll have a wealth of information for you to look over.

SUMMARY

This chapter covered the admin tech schools that directly apply to the career field and discussed the three levels of PME that provide the professional officer education needed to assume increased responsibility. The chapter introduced two programs that provide additional experience and knowledge to a few highly qualified officers, EWI and ASTRA. Finally, there were a brief

two words about graduate degrees. And now that you've been through education, how would you like to learn about the assignment process? Read on - read on.

CHAPTER SEVEN

THE ASSIGNMENT PROCESS

Happiness is a friend at MPC.?
                    - L. Turner

Chapter Seven

THE ASSIGNMENT PROCESS

INTRODUCTION

There's no magic code in this chapter that tells you how to get the exact assignment you want during your career. It will give you information that will help you understand the process and help you work within the system to make your desires known. The chapter will cover when you're considered for assignment, how you're selected and some tools to help you interact with the process.

WHEN ARE YOU CONSIDERED?

Several factors come into play in order to answer the question. First is to determine whether you're a mandatory available or a normal available officer. A mandatory available officer must be moved after completion of their tour. You may be completing an overseas assignment or a maximum controlled tour on the Joint or Air Staffs. As a normal available officer you may be moved. Those officers completing a minimum controlled tour and all other officers are in this category. The majority of you are in this type of position. Time on station (TOS) becomes the key element to determine which normal available officer should be moved.

GENERAL RULES ABOUT TOS

Usually, normal available officers will have three years or more on station in the CONUS for CONUS assignment consideration. For overseas, if you're a volunteer you only need one year on station. As a non-volunteer, you can have two years (one year for lieutenants) on station. The officer with the most time on station who is qualified for the assignment should be moved. For overseas moves this is where overseas duty selection date (ODSD) and short tour return date (STRD) become important. ODSD is the date you last returned from a "long" tour. STRD is the date you last returned from a short tour. If you don't have an ODS. r an STRD, the date used will be the date you entered active duty.

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Generally, an officer who has never been overseas (short/long tour) should be selected over an officer who's completed an overseas assignment. As an administrator you can expect one long tour and one short tour in your career. One note for lieutenants: they are limited to two permanent duty stations, excluding initial training assignment during their initial four years of service. The above rules are general, and, as always, there can be exceptions.

WHO SELECTS YOU?

PALACE AD is the key player. But the MAJCOMs are important players and they interact with PALACE AD routinely. Let's take a quick look at how selection occurs when PALACE AD has a valid vacancy to fill. The resource manager in PALACE AD takes a look at the qualifications needed for the job. The mandatory available officers' records and the records of those officers with enough time on station are reviewed to see who meets the qualifications. If an officer meets the requirements, the resource manager then considers the career development aspects of the job and the officer's desires on the AF Form 90. During this process the MAJCOM works closely with PALACE AD to clearly identify the need, and in some cases the MAJCOM may identify an individual within the command who meets the requirements. By working closely with PALACE AD, the MAJCOMs help ensure that the best person is matched with the right job. So far, the when and the who questions have been answered. Next comes the HOW.

HOW ARE YOU PICKED?

There are four basic parameters: mission needs of the Air Force; availability of a candidate to fill the job when needed; desires of each candidate; and finally the career development considerations of possible candidates.

The needs of the Air Force come first. (Remember Chapter One?) PALACE AD must be familiar with the needs associated with the slot to be filled.

There are several considerations regarding availability. PALACE AD first looks in sequence at all mandatory available officers, then those normal available officers who meet TOS requirements, and finally those officers who do not have enough TOS. During this period both the gaining and losing MAJCOM staffs play a vital role in the assignment process.

PALACE AD looks at the AF Form 90 of eligible officers as another part of the process. This is where the "dream sheet" is important. It can't be used properly unless it is current. More later.

Finally, career progression is reviewed. This is primarily a matter of timing, i.e., career progression to different levels of responsibility, career broadening, etc.

It looks like a four-step process, but it's not. All of the areas above are parameters PALACE AD works with in selecting an officer for an assignment. To a certain extent there's certainly a hierarchy of importance, but other than fulfilling Air Force needs first, all parameters are considered in the process together. Well, that covers the heart of the assignment "mechanics." As you can see, there are a lot of interacting factors that go into making an assignment. It certainly is not a matter of having the computer crunch a few numbers and generating assignments for 70XX officers. Let's add you into the system as another factor. You have the opportunity to work within the system to reach your goals.

MAKING IT WORK FOR YOU

Do you use the AF Form 90 to reflect the next geographic area you want? There's nothing wrong with that as long as it doesn't stop there. Look at the form's title, Career Objective Statement. If you use it to outline where you want to go in your career the form can do a lot more for you. First, in order to complete it you have to sit down and identify your career objectives. Armed with your own ideas, talk with PALACE AD, your supervisor and senior officers in your chain of command. Pick their brains for an insight on how to prepare yourself for career progression. Take a look at AFRs 36-23, 36-20 and 36-1. Use this handbook as another tool. By defining your objectives you can improve your competitiveness for each step because you've prepared yourself all along the way with the experience needed to reach the next level. So, first off, the AF Form 90 helps you define where you want to go career wise and the steps needed to get there. And the obvious thing the form does is inform PALACE AD of your desires as mentioned earlier. Assuming you've given deep thought to your career objectives, let's look at some ways to make the AF Form 90 work better for you.

Officer Authorization List (OAL)

This neat microfiche provides a complete list of all 70XX authorizations. It's usually produced in June and December of each year. The OAL has a wealth of information. It's set up alphabetically by base and for each authorization the following information is given: authorized grade; AFSC for the slot; level of command of the authorization, i.e., squadron, base, MAJCOM;

the command the position is assigned to; the education level to show what type advanced degree is required; and a brief (very brief) title of the position. The OAL IS NOT a list of vacancies. But if it's used right, it'll make your AF Form 90 a better "dream sheet." For example, you can list three specific preferences on the form. If you want to be an executive officer in the southwest area, you can increase your odds by listing the three bases with the most exec slots. Just look it up in the OAL. Common sense? Of course, but some people miss the boat and limit the opportunities PALACE AD might have to meet individual desires. As you progress in rank, the available slots get thinner so you have to work harder at matching authorized slots with your desires. The OAL also lists positions overseas. If you want to go to Europe, the OAL will show you that your odds go up if you list West Germany or United Kingdom on the AF Form 90. If you're at a point in your career where a certain type of job, like section commander, is needed, the OAL can again improve your odds by filling the blocks on the AF Form 90 from specific base, to region, to state to MAJCOM that has the most positions.

So the bottom line on the OAL is its ability to maximize the opportunities for PALACE AD to meet your career objectives.

A Few Remarks About Remarks

Take advantage of the remarks area on AF Form 90. In that area, you have the chance to personalize the squares that were filled on the opposite side. You can amplify your career objectives, highlight the fact you're on the final year of your advanced degree program and need to stay put for 12 months, or that you want to see the world and would take such and such a job anywhere overseas. In essence, cover what you want PALACE AD to consider in the assignment process.

Talk to PALACE AD

You should periodically talk with PALACE AD. Ask them if they have any questions about your dream sheet. Let them know if you changed jobs at base level, and a new form is in the mail. They may have some good information on available positions and can give you some guidance on your career objectives. So don't be a stranger to PALACE AD. However, on the flip side, don't monopolize their time. They have over 2500 officers to manage, so let other 70XXs on the phone. Here's PALACE AD's address:

HQ AFMPC/MPCRO54B
Randolph AFB, Texas 78150
AUTOVON: 487-6771
Commercial: (512) 657-6771

SUMMARY

This chapter told you when you're considered, who selects you and how you're selected in the assignment process. The AF Form 90 puts your desires into the process and the chapter provided some thoughts on how to improve your dream sheet by using the Officer Authorization List, and the remarks section. Finally, a short reminder to talk with PALACE AD to further your participation in the assignment process. What's next? Promotions - the real test of career progression.

CHAPTER EIGHT

PROMOTIONS AND THE PROCESS

Promotions are great - it's the process that scares me.
                                    - L. Turner

Even if you're on the right track, you'll get run over
if you just sit there.
                                    - Will Rogers

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Chapter Eight

PROMOTIONS AND THE PROCESS

INTRODUCTION

When you talk about career development you have to talk about promotions. Is promotion the end result of career development or just a continuing part of it? The answer is most likely yes--promotion is both, but it favors the continuation aspect. Why? Because promotion is not a reward for past performance, but a recognition of your future potential.

This chapter will give you a broad brush approach to promotions. It will present information on promotion eligibility and promotion opportunities in-the-promotion and below-the-promotion-zone. In addition, the chapter will briefly explain how a promotion board functions. A good pamphlet about the promotion process is AFP 36-32, You and Your Promotions--The Air Force Officer Promotion System.

PHASE POINTS

The phase points in Table 8-1 represents the approximate pin on dates (except captain) for the grades indicated. The time will vary depending on the size of the year group and the number of vacancies available. These phase points represent promotion in-the-promotion-zone (IPZ) which is the first time you're eligible for consideration to the next grade.

Captain	4.0 years
Major	11.5 years
Lieutenant Colonel	16.0 years
Colonel	21.0 years

Table 8-1.   In-the-Promotion-Zone Phase Points

PROMOTION OPPORTUNITIES

The quota limitations for promotion of officers in-the-promotion-zone are shown in Table 8-2.

Captain	95% In-the-Promotion-Zone
Major	90% In-the-Promotion-Zone
Lieutenant Colonel	75% In-the-Promotion-Zone
Colonel	55% In-the-Promotion-Zone

Table 8-2.   IPZ Promotion Opportunities

However, actual percentages are lower for IPZ officers because all below-the-promotion-zone (BPZ) and above-the-promotion-zone (APZ) selectees are at the expense of IPZ quotas. For example, once the BPZ and APZ selectees are taken from the IPZ limitation, the actual selection for IPZ officers in the CY 83 boards were: major - 78%; lieutenant colonel - 64%; and colonel - 44%.

BELOW-THE-PROMOTION-ZONE LIMITATIONS

There are limitations for BPZ also. Boards may use up to the percentages shown in Table 8-3 of the board quota.

Major	5.0%
Lieutenant Colonel	7.5%
Colonel	15.0%

Table 8-3.   BPZ Quota Limitations

You are considered BPZ to major three years early, and two years early for both lieutenant colonel and colonel.

PROMOTION BOARD - HOW IT WORKS

Composition of the Board

Board members are assigned to reflect the demographic characteristics of the officers being considered for promotion. For example, if 20% of the eligibles are USAFE assets, then 20% of the board members will be from USAFE. The same thing applies for specific career fields. Reserve and minority officers are also proportionally represented.

Each board is made up of panels consisting of five members each. The number of panels varies, but for a typical major's board there are five or six panels. The Air Force uses colonels for all boards up to lieutenant colonel, and brigadier generals as board members for colonel boards.

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Trial Run

Board members don't jump right in and start scoring records. They go through a trial run that consists of an initial screening of ten records and a scoring practice on 15 other records. The trial run familiarizes board members with the contents of the records and gives them experience in scoring records consistently. Let's look at the scoring process.

Scoring Records

Table 8-4 shows you the scale board members use when they score records.

Absolutely Tops	10.0	
Outstanding Record	9.5	Outstanding
Few Could Be Better	9.0	
Strong Record	8.5	Above Average
Slightly Higher Than Average	8.0	
Average	7.5	Average
Slightly Below Average	7.0	
Well Below Average	6.5	Below Average
Lowest In Potential	6.0	

Table 8-4. Scoring Scale

Each member scores a record in half point increments from six to ten. If any record has a difference in scores of two or more points it is called a "split" and the record is brought back to the panel for a rescore. For example, if a record was scored 7, 7.5, 8, 7.5, and 7, it would stand without further review. However, if the scores were 6.5, 8, 7.5, 7, and 8.5, the record would come back because of the two point difference between the high and the low score. This procedure is used to ensure board members don't miss important aspects of a record, that there is no bias or that board members are not letting personal knowledge influence their scoring.

How Are Records Evaluated

You've heard of the whole person concept. Let's take a look at the factors that make up the concept and what the board uses to evaluate those factors. This is represented in Figure 8-5.

Factor	Evaluate
Performance	OER's
Leadership	Command/Staff
Breadth of Experience	Where/What/When
Job Responsibility	Scope/Exposure
Professional Competence	Expertise as a Specialist
Specific Achievements	Awards/Decorations
Education	Level/Utilization

Table 8-5. Promotion Board Evaluation

AFP 36-32 indicates that no specific weight is given to each factor. However, board members consistently agree that job performance, as reflected in your OER's, is the most important factor. That statement does not say it is the only factor. To be competitive you must perform well. But if that's all your record indicates, those officers who also do well in the other factors will have the edge. That's why it's called the whole person concept.

Records Flow

Records of the eligible officers are stacked in groups of twenty. They are sequenced by reverse social security account number. This ensures a random distribution to all of the panels. The records are scored by each board member and removed from the panel room and checked to see if any "splits" exist. If a split exists, the record is returned for rescoring. It's important to note that the scoring is by secret ballot, no member knows how the others scored a record. Nor do members know the "required" score for promotion because that isn't computed until after the scoring is completed.

Could a record be scored higher (or lower) by another panel? The answer is yes, but it really doesn't matter. People are promoted on raw score. They are promoted based on the order-of-merit listing resulting from the panel scoring the record. In other words, any score is relative only to other scores generated by the same panel. To better understand this, let's look at how the quota for promotions is broken out among the panels.

Panel Quotas

First a few definitions are required. The total number of eligibles consists of all first time eligible officers plus above the zone officers. The total promotions possible for this

group consists of 90% of the first time eligible number, minus any or all below-the-promotion-zone selectees. Let's run through an example using the results from an actual major's board. The math to determine the panel quota goes like this: the number of records the panel scored (826) is divided by the total number of eligibles (4433) to get 18.63%. Then you take 18.63% of the total promotions possible (2,745) and get 511.47 (rounded to 512). Therefore, this particular panel could promote 512 officers out of the 826 they scored. This process is done for each panel.

The main point is this: it doesn't matter if one panel scores higher or lower than another panel. Because each panel received a random selection of records which represented the full spectrum of quality. And each panel received an exact share of the quota based on the number of records it scored and promoted on its own order-of-merit rating. However, when the quota cutoff is applied it will fall at the point where several officers have the same score. When this happens the panel goes into an exercise called "resolving the grey."

Resolving the Grey Area

Using the figures from our example above we found that 512 people could be promoted. When the order-of-merit listing was completed, everyone with a score of 40.5 and above - 470 in all - were clearly above the grey area and could be promoted. Since the quota was 512, another 42 people could be promoted. By going down a half point to a score of 40, the order-of-merit listing included 109 people. The tough part is selecting 42 people out of those 109. To ensure fairness and equity, those records are rescored and a separate order-of-merit listing was prepared within the same panel and the best 42 were identified using the same process the panel went through to select the first 470. Each panel goes through this process until the full quota is met. That completes the promotion board process.

SUMMARY

This chapter discussed the phase points for promotion and the promotion opportunities in-the-promotion-zone and below-the-promotion-zone. The chapter pointed out the whole person concept and provided a broad overview of the promotion board process. We've completed our trip through this guide and now it is time to tie it all together. Please flip to the final chapter.

CHAPTER NINE

CAREER DEVELOPMENT-PUTTING IT ALL TOGETHER

There's never enough time to do it right, but there's
always enough time to do it over.
                                                    - Bird

...except for a career.
                    - L. Turner

Chapter Nine

CAREER DEVELOPMENT -
PUTTING IT ALL TOGETHER

INTRODUCTION

The essence of career planning lies not so much in the
selection of your next assignment as it does in the
manner in which you are carrying out your present one.
So far as you are concerned, the best career
development assignment is the one you have right now.

That quote from the PALACE AD Administrative Career Field
briefing reflects the building block for professional
development. You must perform well in your current job - it is
the critical point in your career path.

CAREER PROGRESSION - THE SUMMARY

Everyone has their own ideas on how to progress through the
70XX field. There's no set path that gives a greater opportunity
over other paths. If one existed, the ladder of career
progression would be very crowded. However, there are some
common denominators along everyone's career path. This handbook
addresses many of them. This chapter provides a chronological
summary, broken into different periods that roughly equate with
promotion phase points. The purpose of this chapter is twofold:
first, to highlight available opportunities in each period and to
point out the common denominators in those periods.

Lieutenant to Captain - The First Five Years

During this period, the majority of the jobs are at squadron
and base level. You'll have opportunities as a squadron
administrative officer, branch chief in base administration, or
possibly assistant base DA. As an executive officer you could be
a section commander, or an exec for a commander or staff officer.
These jobs are usually as a first lieutenant or captain. There
are some special duty opportunities in recruiting, postal and in
basic military training school. Some key points about this

period: on the education side, make sure you complete the administrative management/executive support officer course; complete SOS by correspondence before you meet the captain's board. The opportunity for an ASTRA assignment must be considered during this period or you'll lose the opportunity. As a general rule, you cannot have over five years total active commissioned service when you meet the ASTRA selection board. Don't miss the chance because you didn't watch the calendar.

Captain to Major - 6 to 11 Years

Job opportunities expand as your breadth of experience increases. Your first five years of experience and your career goals will help guide you in this period. Professional development paths in this five year period are wide open and limited only by your objectives. Command opportunities exist in headquarter squadron sections, postal detachments and in BMTS. Higher level exec jobs are available, as well as base DA positions and staff positions at NAF and MAJCOMs. As a senior captain with an outstanding record, opportunities exist at Air Staff, DOD and joint/unified command levels. There are many things to consider during this period, such as: would an overseas tour be beneficial in your career development; education-with-industry assignment is an opportunity as you approach major; what about special duty assignments such as exec support officer for the Thunderbirds or career broadening in another field for three years, such as missile operations or as a weapons controller. As you can see, there are a lot of decisions to consider during this period. Good career planning will help you chart your course. Work with PALACE AD, your supervisor and senior commanders as you make your decisions. There are some common denominators or key points in this period. First, you should be looking at higher organization levels. From squadron level, look for base or wing positions. Following that, NAF or MAJCOM positions should be considered. You can move within organizational levels also, such as assistant DA to Base DA or from unit section commander to headquarters squadron section commander. As you increase your level of responsibility, you'll be increasing and broadening your experience level. Finally, this time-frame is critical in your educational development. Prior to meeting the major's board you should complete an intermediate service school by correspondence or seminar and get your advanced degree. The latter requires some PCS stability so your career development plan should take that into consideration. You may want to start or even complete an advanced degree in your first five years in view of your objectives in the six to 11 year period.

Major to Lieutenant Colonel - 12 to 17 Years

Command opportunities beyond the squadron section command increase. Squadron Commander positions open up in recruiting, BMTS, as well as military entrance processing stations. AFROTC faculty positions as well as Air University staff positions exist. Like the previous five-year period, as a major approaching lieutenant colonel, you again should be looking at opportunities to increase your level of responsibility within organizational levels or at higher levels. AFR 36-23, Figure 36-1, which is reproduced at the end of this chapter, provides a good list of the types of jobs and level that you should consider. While you're performing well in your job, make sure you finish your masters program (if you haven't already) and complete a senior service school by correspondence or seminar before you meet the O-5 board.

Lieutenant Colonel to O-6 (or beyond) - 18 Years On

By now the words are getting repetitious even though they still apply. Increased responsibility is the key as you've run out of levels to work in. Once again, take a look at Figure 36-1 for the years 18 on. Opportunities still exist for O-5s as recruiting squadron commanders or as a postal squadron commander. As an O-6, different types of jobs open. Jobs as professor of aerospace studies in AFROTC and organization command and deputy commander positions exist. What's the common denominator in this period - job performance - that's a good point to end, because that's where we started.

SUMMARY

No job is more important than the one you're currently in. That job is your building block for career development. Each successive job builds your experience base and strengthens your ability to perform in your current position. Your performance in your current position documents your preparation for increased responsibility. Combine current job performance with a career objective plan that widens your breadth of experience, your level of responsibility and professional development and you have the ingredients of a successful career. The process starts as a second lieutenant . . . it's hard to say when it actually ends.

This chart should be studied in conjunction with the foregoing narrative, chapter 6, and appropriate chapters in Part One

CAREER PROGRESSION GUIDE--ADMINISTRATION

YEAR	PHASE	GRADE	PME	TRAINING	EDUCATION
--29	EXECUTIVE/LEADER	Projected average authorizations	Refer to AFR 53-8 for residence eligibility. AFR 50-12 for correspondence eligibility (see Base Education Officer for more information)	See AFM 50-5 for appropriate current courses	Graduate degree requirements in utilization field. For AFIT eligibility see Base Education Officer for current AFIT program quota--all officers are encouraged to pursue off-duty advanced degree programs in
--28					
--27					
--26		Colonel 4% of authorizations			Business Administration Management, or Data Automation, Public Administration
--25					
--24					
--23					
--22					
--21	STAFF	Lieutenant Colonel 12% of authorizations			
--20					
--19			Senior Service School	DOD Computer Institute Course	
--18					
--17					
--16	ADVANCED DEVELOPMENT	Major 20% of authorizations		Advanced Technical Training in Management Sciences	
--15					
--14				Correspondence Course: Management Engineering, Management Analysis, or Data Processing Automation	
--13					
--12				DOD Computer Institute or Equivalent	
--11			Intermediate Service School		
--10	INTERMEDIATE DEVELOPMENT	Captain 45% of authorizations			Masters: Academic disciplines include:
-- 9					Business Administration Management, Data Automation, Public Administration, Systems Management, Records Management, Library Sciences
-- 8					AFIT/EWI for selected officers
-- 7					
-- 6			Squadron Officer School		
-- 5					
-- 4	INITIAL	Lieutenant 19% of authorizations		Correspondence Courses Management Engineering or Management Analysis	
-- 3				Administration Management/Executive Support Officer Course in residence	
2					
-- 1					Bachelor's degree preferably in Management or Business Administration

Figure 36-1. Administration.

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This chart should be studied in conjunction with the foregoing narrative, chapter 6, and appropriate chapters in Part One.

CAREER PROGRESSION GUIDE--ADMINISTRATION (Continued)		
ASSIGNMENTS	**OPTIMUM PHASE POINTS**	**YEAR**
Career Administration Management Officer Assignments -Director/Deputy Director of Administration (HQ USAF or OJCS) -Director of Administration (MAJCOM, NAF, or equivalent level) -Administration Division Chief (HQ USAF Level) Key managerial Positions to which Administration Management and Executive Support Officers may be Assigned -Any position in the Air Staff (or at higher level) for which qualified. Secretary, Joint Staff, Chief of Protocol, Congressional Liaison Officer -Organization Commander/Deputy Commander -Director of Personnel -Plans and Programs Officer -Chief of Staff (Air Division or higher). -Professor of Aerospace Studies (AFROTC). -Executive Officer (MAJCOM, HQ USAF, or higher level)	Transition limited number of rated career specialists back from operations area	29.. 28.. 27.. 26.. 25.. 24.. 23.. 22..
Administration Management Officer Assignments: -Director of Administration (Joint/Unified Command; Base, Air Div, NAF, or MAJCOM level). -Assistant Director of Administration (MAJCOM level) or Assistant Chief of Staff for Personnel and Administration (Joint Activity) -Administration Division Chief (HQ USAF) -Administration Management Staff Positions in the Air Staff, OSAF, OJCS, OSD, DIA, DCA, DLA, NORAD, Readiness Command, SHAPE, and Joint/Unified Commands. Executive Support Officers will normally be assigned as Executive Officers at any level of command, or as a unit commander, Military Assistant or Secretary, Protocol Officer, Congressional Liaison Officer	Return limited number of rated career specialists to operations area.	21-- 20-- 19-- 18--
Career Administration Management Officer Assignments: -Administration Branch Chief (HQ USAF level) -Administration Division Chief (MAJCOM, NAF level, or equivalent) -Director of Administration (NAF level and below) -Postal Officer at HQ USAF, postal squadrons or detachments. -Administration Inspector (TIG, MAJCOM, NAF). -Adjutant General (Joint/Unified Command or activity). -Chief/Director of Personnel and Administration (Joint Activity). -Staff positions in the Air Staff, OSAF, OJCS, OSD, DIA, DCA, DLA, NORAD, and so forth Career Executive Support Officers will usually be assigned as executive officers at any level of command, or as unit commander or protocol officer	Return rated nonspecialists to operations area upon completion of DDA.	17-- 16-- 15-- 14-- 13-- 12-- 11--
Career Administration Management Officer Assignments: -Chief/Assistant Chief of Administration. -Staff Officer in Directorate of Administration (MAJCOM, HQ USAF, OJCS) -Senior captains with outstanding records may be assigned to staff positions in the Air Staff, OSAF, OSD, OJCS, DIA, DCA, and Joint unified commands -Postal Officer at HQ USAF, Postal Squadrons or detachments -Administration Division Chief (NAF or comparable level). -Any company grade position in Administration Management at HQ USAF and MAJCOM level, or with MAAGs/Mission -Instructor/writer in the Administration Management or Executive Support Officers' Course Executive Support Officers' Assignments. Unit commander, Executive Officer, Plans and Programs, Protocol, School Secretary, and Liaison Officer	Selected officers enter Education With Industry program. Selected officers enter AFIT Graduate Program.	10-- 9-- 8-- 7-- 6-- 5-- 4--
Wing/Base -Complete Administration Management/Executive Support Officer course soonest. Apply for Advanced degree through AFIT (entry 5-8 year) -Assignments. Unit Administration Officer, Postal Officer, Instructor in Basic Technical Training Course -Executive Support Officers will normally be assigned as Unit Commander, Executive Officer, Protocol Officer	Basic AFSC technical course earliest date.	3-- 2-- 1--

(right margin, rotated) BROADENING ASSIGNMENTS

Figure 36-1. (Continued)

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GLOSSARY

AAC	Alaskan Air Command
ACSC	Air Command and Staff College
AAD	Advanced Academic Degree
AD	Air Division
AFCC	Air Force Communications Command
AFIT	Air Force Institute of Technology
AFLC	Air Force Logistics Command
AFMPC	Air Force Military Personnel Center
AFROTC	Air Force Reserve Officer Training Corps
AFSC	Air Force Specialty Code
APZ	Above-the-Promotion-Zone
ATC	Air Training Command
AWC	Air War College
ASTRA	Air Staff Training Program
AU	Air University
BMTS	Base Military Training School
BITS	Base Information Transfer System
BPZ	Below-the-Promotion-Zone
CONUS	Continental United States
EWI	Education-With-Industry
IPZ	In-the-Promotion-Zone
ISS	Intermediate Service School
MAC	Military Airlift Command
MAJCOM	Major Air Command
NAF	Numbered Air Force
OAL	Officer Authorization List
ODSD	Overseas Duty Selection Date
OTS	Officer Training School
PACAF	Pacific Air Force
PME	Professional Military Education
SAC	Strategic Air Command
SDA	Special Duty Assignment
SOA	Separate Operating Agency
SOS	Squadron Officer School
SSS	Senior Service School
STRD	Short Tour Return Date
TAC	Tactical Air Command
TOS	Time on Station
USAFE	U. S. Air Forces Europe
TAFCSD	Total Active Federal Commissioned Service Date

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